



Maricopa County

Office of Management and Budget –
Policy and Compliance

www.maricopa.gov

301 West Jefferson Street
10th Floor
Phoenix, AZ 85003-2143
Phone: 602-506-8973
Fax: 602-506-3063
www.maricopa.gov

To: Andy Kunasek, Chairman, District 3
Fulton Brock, Supervisor, District 1
Don Stapley, Supervisor, District 2
Max Wilson, Supervisor, District 4
Mary Rose Wilcox, Supervisor, District 5

Via: Sandi Wilson
Deputy County Manager

From: Rebekah Francis *Ruf*
Policy and Compliance, Office of Management and Budget

Date: October 31, 2011

Subject: 1st Quarter FY 2012 Report on the Status of the Resolution of the Board of Supervisors of Maricopa County Concerning the Oversight and Review of the Maricopa County Sheriff's Department

On June 20, 2011 the Board of Supervisors passed the attached "Resolution of the Board of Supervisors of Maricopa County Concerning the Oversight and Review of the Maricopa County Sheriff's Department" (the "Resolution"). See Attachment 1. Pursuant to Section 6 of the Resolution the Office of Management and Budget ("OMB"), in concert with the Maricopa County Sheriff's Office ("MCSO"), Internal Audit, Risk Management and the Office of Enterprise Technology ("OET") (collectively the "Tasked Departments"), submits this report as the Quarterly Report for the 1st Quarter FY 2012.

IMPLEMENTATION PROCESS

Representatives from each Tasked Department met initially to create sub-groups assigned to each of the tasks outlined in the Resolution and to establish a priority for completion of each task. Each task and sub-group was assigned an owner or responsible party from both MCSO and the department assigned in the Resolution. These individuals are responsible for making sure that each task is worked on, in accordance with the priority, and that tasks are being completed. A list of the responsible parties and priority designations is included as Attachment 2.

Although they are not "tasked departments", both the Maricopa County Attorney's Office and Materials Management have provided

assistance on a number of items. Their assistance is very much appreciated.

Each sub-group meets as often as is necessary and reports its progress on a project plan template developed by OMB. Additionally, representatives from each Tasked Department meet twice a week to discuss the status of the items included in the sub-group project plans. The project plans include open as well as completed items.

All Tasked Departments are working very hard at their assigned tasks. MCSO's participation and willingness to collaborate has been exceptional. MCSO is open with documents/information and is providing the necessary resources to make completion of the tasks possible.

The Resolution created a number of positions. Two are general positions to be assigned to OMB's Policy and Compliance office. The Special Projects Coordinator position was filled in August 2011. The other position is not being filled at this time. All other positions created by the Board of Supervisors related to the Resolution are discussed in more detail below.

REPORT OF RESOLUTION TASKS

A review of each of the Resolution tasks is discussed below. The information contained herein is more specifically detailed on the sub-group project plans attached hereto.

I. INTERNAL AUDIT – Responsible Parties: Ross Tate (Audit)/Various (MCSO)

The Resolution identifies 11 audit areas which will result in 25 separate audits. In addition, 4 audits were in process when the resolution was passed. In total, Internal Audit will complete 10 MCSO audits in the current fiscal year (see estimated dates of completion below). The remaining Resolution audits should be completed by fiscal year 2015.

Audits with Estimated Dates of Completion:

IT Inventory Review	Complete
IT Software Licensing	Complete
Vehicle Usage Follow-Up	November 2011

Risk Assessment	December 2011
Jail Management System	December 2011
Data Center Review	December 2011
Patrol IGA Review	June 2012
Payroll	June 2012
Payroll System	June 2012
Pragmatica Contract	June 2012

The Resolution added two additional employee positions to Internal Audit to assist in completing the planned audits. The recruitments are now open.

For additional information regarding Internal Audit's review, see Attachment 3.

II. FINANCIAL CONTROLS

The Resolution created position for financial control tasks was filled in August 2011.

The project plans associated with the financial controls required by the Resolution are included in Attachment 4.

2.1 – Line Item Review – *Responsible Parties: Ryan Wimmer (OMB)/Dan Campion & Lynn Adams (MCSO)*

OMB completed a write up of procedures for the line item review and is completing the review monthly. See Attachment 4. On average, roughly 440 line items are being reviewed each month. To date, only a few journal entries were required to correct the expensing of items.

2.2 – Journal Voucher Review – *Responsible Parties: Ryan Wimmer (OMB)/Lynn Adams (MCSO)*

OMB is tasked with a continuing review of all MCSO journal vouchers as required by the Resolution and the Board of Supervisors action of September 22, 2010. On average, over 70 journal vouchers are reviewed every month. All journal vouchers requested by MCSO are being reviewed. Since the Resolution was passed only one journal voucher needed to be reworked. Additionally, OMB completed and

Internal Audit approved a write-up of procedures for journal voucher review. See Attachment 4.

III. IT COLLABORATIVE ACTIVITIES

The position created by the Resolution for OET was filled in late October 2011. Previously, Stacey Haggart handled the project for OET.

OET is meeting regularly with MCSO's IT professionals to develop the processes and procedures to be followed in all three Resolution items relating to IT.

The project plans for the IT sub-groups are included in Attachment 5.

3.1 – Full Review of Existing IT Systems – *Responsible Parties: Steve Wetzel and Mark Moyle (OET)/Shelly Bunn (MCSO)*

OET and Internal Audit are working together to determine if there are any synergies to be met completing this review while Internal Audit completes its tasks in Section 1.4 of the Resolution. In addition to developing the procedures for this review, OET is also currently working with MCSO on the review of a program that extends accounting functionality of their Inmate Fund Canteen System. Also, a staffing study is being developed to ensure that MCSO IT staffing levels are adequate and proportionate to industry standards. The study will focus on project specific needs and operational requirements. OET is absorbing the costs of this staffing study in its current budget.

3.2 – Procurement of New Technology Systems – *Responsible Parties: Steve Wetzel and Mark Moyle (OET)/Shelly Bunn & Scott Freeman (MCSO)*

OET is currently involved in reviewing four (4) new technology systems with MCSO. They include:

- CAD/RMS/Civil Process and Mobile Systems RFP (estimated cost of \$8.7 million; \$3.7 million currently budgeted)
- An architecture upgrade to provide redundancy to their current operations (estimated costs are pending review)
- A replacement of MCSO's legacy jail surveillance systems (\$5.7 million budgeted; estimated costs are \$8 million)

- 911 Center Technology (estimated cost of \$15.3 million – fully budgeted)

Review committees are created for the RFP processes and a number of County departments are invited to participate. Procedures for continued review are being developed.

The 911 Center Technology being reviewed is not limited to the 911 Center equipment alone. MCSO, OET and OMB are working closely on the construction of MCSO's new 911 Center/Admin building. That project includes the following IT involved tasks:

- Programming development for the building
- RFP for the 911 Center equipment
- MCSO Data Center move
- Move of MCSO IT infrastructure and staff

3.3 – Telecommunications Systems Review of Existing and New Technology – *Responsible Parties: Steve Wetzel and Mark Moyle (OET)/Shelly Bunn and Scott Freeman (MCSO)*

OET is working with MCSO to review the life cycle of MCSO's present telecommunications systems and reviewing the replacement of the County's radio communication system (replacing the legacy P16 radio system with new P25 equipment). MCSO is the largest County user of this communication equipment. The total cost of the radio replacement is estimated to be \$130 million and was previously approved and included in the FY 11-12 budget by the Board of Supervisors. The replacement will have the effect of providing an open architecture, state of the art, inter-operable public safety radio network for the entire County.

IV. OPERATIONAL EFFICIENCY REVIEWS

4.1 – Vehicle Utilization – *Responsible Parties: Sandi Wilson and Rebekah Francis (OMB)/Jerry Sheridan and Scott Freeman (MCSO)*

MCSO has taken the following actions regarding vehicles:

- A full review of all take-home vehicle assignments and policy.
 - The review is not complete. It will be ongoing.
 - To date, reduced the number of people assigned take-home car privileges by 32.

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- A reduction of the fleet by
 - 14 motorcycles and 1 tractor trailer
 - 7 leased vehicles (Estimated annual savings of \$53,000 for lease costs)
 - 1 RICO car
 - 3 general funded cars
 - 6 detention funded vehicles
- A reduction of fleet fuel usage for a total savings estimated to be \$120,000 annually.

Review of the audit findings from Internal Audit relating to the County Vehicle Use policy are ongoing as is a continued review of the cost effectiveness of all leased vehicles.

The project plan for the vehicle utilization sub-group is included in Attachment 6.

4.2 – Extradition/Travel Policy and Procedure Update –

Responsible Parties: Rebekah Francis, Tristan Pico and John Shamley (OMB)/Paul Chagolla and Larry Farnsworth (MCSO)

In addition to the OMB and MCSO representatives, Risk Management's Jean Poe and Materials Management's Lillian Patnode are also participating in this sub-group.

A full review of the extradition and travel policies is underway. A survey was created, jointly by the collective sub-group. It was sent to over 30 police agencies across the United States. Responses are being collected currently. This sub-group is also reviewing possible cost saving options for travel County wide and reviewing the need for extradition IGA's with other agencies.

The project plan for the extradition/travel policy sub-group is included in Attachment 7.

4.3 – Aviation Operations Review – *Responsible Parties: Rebekah Francis, Tristan Pico and John Shamley (OMB)/Paul Chagolla and Larry Farnsworth (MCSO)*

As in 4.2, Risk Management's Jean Poe and Materials Management's Lillian Patnode are also participating in this sub-group.

The survey being conducted in 4.2 above incorporates a number of questions relating to aviation operations as well. The sub-group is reviewing the requirements for risk management, pilot training programs, and reviewing the policies and leases associated with aviation. They are also reviewing possible cost saving options for other County departments that have aviation needs.

The project plan for the aviation operations sub-group is included in Attachment 8.

4.4 – Efficiency and Best Practices in Conjunction with Staffing Studies – *Responsible Parties: Lee Ann Bohn (OMB)/Jerry Sheridan and various others (MCSO)*

The procurement process is underway for the hiring of consultants to conduct needed staffing studies. Four studies will be conducted:

- Detention Staffing
- Law Enforcement Staffing
- HR Staffing
- Finance Staffing

As mentioned above (Section 3.3), an additional staffing study is being conducted to review MCSO's IT staffing.

It is expected that the procurement for the Detention and Law Enforcement studies will be complete in January 2012. Materials Management believes the HR and Finance studies can be completed by the 3rd Quarter FY 2012. It is estimated that the Detention and Law Enforcement studies will be \$500,000 each. The Detention study is budgeted to be paid for by MCSO and the Law Enforcement study will be paid out of the Consultant's line item. The cost of the HR and Finance studies is not estimated at this time, but they are expected to be a fraction of the costs of the Detention and Law Enforcement studies, based on the job duties in those areas.

The project plan and the RFP requirements for the staffing studies are included in Attachment 9.

4.5 – Cash Handling Procedures – *Responsible Parties: Lee Ann Bohn (OMB)/Scott Freeman and Tanya Creek (MCSO)*

All cash handling in the detention facilities is under review and a vendor is being procured. The RFP is complete and is being advertised currently.

The project plan and the RFP requirements for the cash handling procedures are included in Attachment 10.

4.6 – Mandated vs. Non-Mandated Service Analysis – *Responsible Parties: Rebekah Francis (OMB)/Jerry Sheridan and Scott Freeman (MCSO)*

This sub-group meets with MCAO to review all statutes outlining mandated services. The legal analysis has started and is moving forward.

4.7 – Deployment of Time Clocks – *Responsible Parties: Rebekah Francis (OMB)/Mike Olson and Shelly Bunn (MCSO)/Randy Kenny and Mike Elsberry (OET)*

A full study of the detention facilities is complete. 64 time clocks will be installed in the 13 facilities. Installation will begin in November 2011.

A review of the CAD system was completed to determine if time can be collected for the law enforcement employees through that software. It is not possible at this time, however, MCSO added OMB to the CAD RFP committee and possible time collection downloads are included in that RFP discussion.

Further review of where to place time collection devices for the law enforcement staff is expected to be complete no later than January 2012.

The project plan for the time clock sub-group is included in Attachment 11.

V. OVERSIGHT FUNCTIONS

5.1 – Full Cost Recovery for All Services Rendered – *Responsible Parties: Lee Ann Bohn (OMB)/Scott Freeman and Suzanne Ashmore (MCSO)*

The Tasked Departments believe this item should be done in conjunction with Internal Audit's Patrol IGA review. Internal Audit has prioritized this item to be completed June 30, 2012.

5.2 – Implementation of Subsequent Remedial Measures (SRM) – *Responsible Parties: Rocky Armfield and Jean Poe (Risk)/Jack MacIntyre (MCSO)*

The purpose and intent of the SRM Program is to assist departments in (1) identifying the root cause(s) of events which have precipitated a Notice of Claim and/or lawsuit against Maricopa County and its employees, agents and volunteers, and (2) formulating a SRM plan designed to mitigate future claims and/or lawsuits arising out of the same or substantially similar root cause(s). Upon contact by the Risk Management Department, each department, employee, agent and volunteer is required to participate and fully cooperate in the SRM Program as a condition of defense and indemnity under the Risk Trust.

The sub-group has reached out to Chief MacIntyre and is continuing to establish the program as required. The Resolution created position in Risk Management is currently open for recruitment.

5.3 – Review of Volunteer Program Structures and Related Coverage/Liability Issues – *Responsible Parties: Rebekah Francis (OMB)/Brian Sands (MCSO)*

In addition to the OMB and MCSO representatives, Risk Management assigned Jean Poe to this sub-group. She is assisting in all reviews.

MCSO provided OMB with access to the Posse management system and a copy of all policies and procedures applicable to volunteer programs. MCSO recently provided OMB and Risk information on:

- Posse Pilot History
- Equipment used by Posses

- List of Personally Owned Vehicles used for Posse Missions
- List of Armed Qualifications for Posse Members
- Driver's License Information

A full analysis of any Risk Management concerns is also underway.

The project plan for the volunteer program sub-group is included in Attachment 12.

5.4 – Full Strategic Business Plan Update and Metric Reporting –
Responsible Parties: Kirk Jaeger (Business Strategies)/Jerry Sheridan, Scott Freeman and Suzanne Ashmore (MCSO)

The MCSO strategic plan is complete and is currently being reviewed. This task will be complete by the end of November 2011.

MCSO's stated Mission, Vision and Value Statement are as follows:

- **Mission:** The Mission of the SHERIFF is to provide law enforcement, detention and crime prevention services to the public so they can be safe and secure in the community.
- **Vision:** The Maricopa County Sheriff's Office is a fully integrated law enforcement agency committed to being the leader in establishing the standard and delivering professional quality law enforcement, detention, and support services to citizens of Maricopa County and to other criminal justice agencies.
- **Value Statement:** These are the values of the Maricopa County Sheriff's Office: 1. Encourage teamwork 2. Communicate clearly, openly, honestly, courteously and with integrity 3. Demonstrate a passion for excellence 4. Be ever mindful of our duty to the tax payers to be good stewards of their money through cost effective service delivery and responsible resource management 5. Be innovative, open to ideas, and view change as an opportunity 6. Encourage decision making at the lowest appropriate level--be a contributor and part of the solution. 7. Adopt aggressive goals supported by timed, measurable objectives that are communicated throughout the organization 8. Be committed to providing effective and efficient services to citizens and other

recipients of service 9. Recognize diversity and accommodate personal and professional differences while remaining focused on the Mission 10. Value employees and maintain civility in the workplace.

Highlights from the MCSO strategic plan are included in Attachment 13.

5.5 – Full Update of Reporting Structure and Staff Allocation, including Specialized Units – *Responsible Parties: Lee Ann Bohn (OMB)/Scott Freeman and Bill Knight (MCSO)*

This item is being completed in conjunction with item 4.4.

VI. QUARTERLY REVIEWS

OMB, in conjunction with all Tasked Departments and MCSO, contributed to this quarterly report in response to the requirements set out in Resolution Section 6. The next quarterly report will be completed in late January/early February 2012.

Cc: David Smith, County Manager
Sheriff Joseph M. Arpaio
Gerard A. Sheridan, Chief Deputy, Maricopa County Sheriff's Office

Attachment 1

**RESOLUTION OF THE BOARD OF SUPERVISORS
OF MARICOPA COUNTY
CONCERNING THE OVERSIGHT AND REVIEW OF THE MARICOPA
COUNTY SHERIFF'S DEPARTMENT**

C-49-11-085-M-00

WHEREAS, the powers and duties of the Maricopa County Board of Supervisors ("Board") relating to oversight and budget authority are outlined in statute, specifically A.R.S. §§ 11-201, 251(1) and (21), and 42-17101, et. seq.; and

WHEREAS, the Maricopa County Sheriff's ("Sheriff") duties and responsibilities are established by statute, specifically A.R.S. § 11-441; and

WHEREAS, the Maricopa County Sheriff's Office ("MCSO"), beginning in November, 2009, opposed participation in standard County audits and raised objections to subpoenaed documents and public records requests; and

WHEREAS, on May 26, 2010, the Board heard a report concerning fiscal and management concerns regarding the MCSO, and

WHEREAS, the Board directed staff to investigate and analyze information in order to make further recommendations to the Board, and

WHEREAS, the Board, at its September 22, 2010, meeting learned of the MCSO's misallocation of the voter-approved Jail Tax (a.k.a. Detention Fund), violations of Board policies relating to procurement and capital purchases, questionable use of outside bank accounts, and significant weaknesses in cash handling procedures; and

WHEREAS, the Board, at its April 13, 2011, meeting learned the estimated misallocation of Detention and Inmate Services Fund monies by the MCSO was nearly \$99.5 million (unaudited); and

WHEREAS, some members of the public have expressed concern regarding the MCSO; and

WHEREAS, MCSO is in need of funding for capital improvement and information technology projects in Fiscal Year 2011-2012 totaling \$233.36 million, as follows:

1. additional information technology infrastructure to support Zone 2 at an estimated cost of \$4.94 million; and
2. a new crime lab, construction of which is underway and will be completed in the fall of 2012, at an estimated final allocation cost of \$4.6 million; and
3. a new County-wide radio system at an estimated cost of \$131.35 million; and

4. a new 911 center equipment at an estimated cost of \$8.25 million; and
5. a new integrated 911 center and headquarters at an estimated cost of \$80.0 million; and
6. new information technology infrastructure at its headquarters at an estimated cost of \$4.22 million; and

WHEREAS, the Board believes that additional financial controls and monitoring of MCSO are necessary in order to support the Board's fiduciary and statutory responsibilities; and

NOW THEREFORE, BE IT RESOLVED THAT:

1. The County Internal Audit Department will perform at least the following audits of MCSO:

- 1.1 Initial Survey and Risk Assessment
- 1.2 Expenditures
- 1.3 Payroll
- 1.4 IT Systems and Software Applications Controls
- 1.5 Incident Report Tracking
- 1.6 Evidence Room, Property Release and Purge, Vehicle Impound
- 1.7 Weapons Inventory
- 1.8 Seized Drugs – Disposal/Destruction
- 1.9 Warehouse/Surplus Operations
- 1.10 Training Compliance
- 1.11 Patrol IGA Review

2. The County Office of Management and Budget will provide the following ongoing financial controls of MCSO:

- 2.1 Continued Monthly Detailed Financial Review by Line Item of all MCSO funds in FY 2011-12, including P-card monitoring
- 2.2 Continued Journal Voucher Review

3. The County Office of Enterprise Technology will provide the following information technology collaborative activities with MCSO:

- 3.1 Full Review of Existing IT Systems
- 3.2 Procurement of new Information Technology Systems
- 3.3 Telecommunication Systems Review of existing and new technology

4. The County Office of Management and Budget, in concert with other applicable Maricopa County Departments, will perform the following operational efficiency reviews of MCSO:

- 4.1 Vehicle Utilization Review
- 4.2 Extradition/Travel Policy and Procedure Updates
- 4.3 Aviation Operations Review
- 4.4 Efficiency and Best Practices Reviews in Conjunction with Staffing Studies
- 4.5 Cash Handling Procedures
- 4.6 Mandated Vs. Non-Mandated Service Analysis
- 4.7 Deployment of Time Clocks, where applicable

5. The County Office of Management and Budget, in concert with other applicable Maricopa County Departments, will perform the following oversight functions and review of MCSO:

- 5.1 Full Cost Recovery for All Services Rendered
- 5.2 Implementation of Subsequent Remedial Measures
- 5.3 Review of Volunteer Program Structures and Related Coverage/Liability Issues
- 5.4 Full Strategic Business Plan Update and Metric Reporting
- 5.5 Full Update of Reporting Structure and Staff Allocation, including Specialized Units

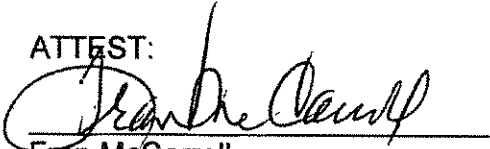
6. The County Office of Management and Budget, in concert with MCSO and other applicable Maricopa County Departments, will update the Board of Supervisors on the status of the items delineated in this Resolution on a quarterly basis.

Adopted this 20th day of June, 2011.

MARICOPA COUNTY


Andrew Kunasek
Chairman, Board of Supervisors

ATTEST:


Fran McCarroll
Clerk of the Board

Approved as to form:


Counsel to the Board

Attachment 2

Board Resolution Concerning Oversight and Review of MCSO: Project Plan

Item #	Description	Priority	County Lead	MCSO Lead	Target Deadline	Notes
1.1	Initial Survey and Risk Assessment		Ross Tate	Freeman	Dec 2011	In Process
1.2	Expenditures		Ross Tate	Freeman/Finance		
1.3	Payroll		Ross Tate	Knight/Moore	June 2012	
1.4	IT Systems and Software Applications Controls		Ross Tate	Bunn/Freeman	Various	15 sub-audits identified
1.5	Incident Report Tracking		Ross Tate	Munnell/Trombi		
1.6	Evidence Room, Property Release and Purge, Vehicle Impound		Ross Tate	Freeman/Churay		
1.7	Weapons Inventory		Ross Tate	Seebert/Seagraves		
1.8	Seized Drugs – Disposal/Destruction		Ross Tate	Churay		
1.9	Warehouse/Surplus Operations		Ross Tate	Thelm/Freeman		
1.10	Training Compliance		Ross Tate	Seebert		
1.11	Patrol IGA Review		Ross Tate	Freeman/Munnell	June 2012	
2.1	Monthly Detailed Financial Review		Ryan Wimmer	Dan/Lynn	Ongoing	
2.2	Journal Voucher Review		Ryan Wimmer	Lynn	Ongoing	
3.1	Full Review of Existing IT Systems		New OET Hire	Shelly Bunn	Ongoing	
3.2	Procurement of New Information Technology Systems		New OET Hire	Bunn/Freeman	Ongoing	
3.3	Telecommunications Systems Review of Existing and New Technology		New OET Hire	Bunn/Freeman	Ongoing	
4.1	Vehicle Utilization Review		Beka Francis Tristan	Sheridan/ Freeman	Summer, 2012	
4.2	Extradition/Travel Policy and Procedure Updates		Pico/John Shamley Tristan	Chagolla/ Farnsworth	Spring 2012	
4.3	Aviation Operations Review		Pico/John Shamley	Chagolla/ Farnsworth	Spring 2012	
4.4	Efficiency and Best Practices in Conjunction with Staffing Studies		Lee Ann Bohn	Sheridan/ Freeman/ Olson/ Munnell/ Knight	End of FY 2012	3 separate studies: detention, law enforcement, and administration
4.5	Cash Handling Procedures		Lee Ann Bohn	Freeman/Creek	End of FY 2012	Will be reviewed in conjunction with staffing studies
4.6	Mandated Vs. Non-Mandated Service Analysis		Beka Francis	Sheridan/Freeman	End of FY 2013	
4.7	Deployment of Time Clocks		Beka Francis	Olson/Bunn	Beginning in August, 2011	
5.1	Full Cost Recovery for All Services Rendered		Lee Ann Bohn	Freeman/ Ashmore	January, 2012	Will be reviewed in conjunction with audit of the same

Board Resolution Concerning Oversight and Review of MCSO: Project Plan

Item #	Description	Priority	County Lead	MCSO Lead	Target Deadline	Notes
5.2	Implementation of Subsequent Remedial Measures		Rocky Armfield	Jack MacIntyre	Ongoing	
5.3	Review of Volunteer Program Structures and Related Coverage/Liability Issues		Beka Francis	Sands	Fall 2012	
5.4	Full Strategic Business Plan Update and Metric Reporting		Kirk Jaeger	Sheridan/ Freeman/ Ashmore	October, 2011	
5.5	Full Update of Reporting Structure and Staff Allocation, including Specialized Units		Lee Ann Bohn	Freeman/Knight/Finance	End of FY 2012	Will be reviewed in conjunction with staffing studies
6.1	Quarterly Updates to the Board		Sandi Wilson	Sheridan	1st Q report - October, 2011	
6.1	Quarterly Updates to the Board		Sandi Wilson	Sheridan	2nd Q report - end of January 2012	

Attachment 3

Internal Audit Project Plan as of 10/26/2011											
Green = Resolution on track = Resolution is proving to be problematic Red = Resolution has reached DEFCON 1 White = Closed											
Status	Team	Project Item	Priority	Item-Short Desc	MCSO Owner	MC Owner	Date Opened	Resp for Next Action	Expected Completion	Action Takeaway	Resolution Action Plan/ Resolution Description
	Ross Tate Eve Murillo	0.1		IT Inventory	Freeman	Eve Murillo	FY2010	N/A	Complete	N/A	Pre-Resolution Audit; Work Complete/Report issued to BOS
	Ross Tate Eve Murillo	0.2		Software Licensing	Freeman	Eve Murillo	FY2009	N/A	Complete	N/A	Pre-Resolution Audit; Work Complete/Report issued to BOS
	Ross Tate Eve Murillo	0.3		Vehicle Usage Follow-Up	Freeman	Eve Murillo	FY2010	Int Audit	11/30/2011		Pre-Resolution Audit; In-Process, draft report at MCSO
	Ross Tate Eve Murillo	0.4		Pragmatic Contract	Freeman	Eve Murillo	FY2010	ICJIS	TBD		Pre-Resolution Audit; Under Assessment
	Ross Tate Eve Murillo	1.1		Risk Assessment	Freeman	Eve Murillo	9/26/2011	Int Audit	12/30/2011		
	Ross Tate Eve Murillo	1.2		Expenditures	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.3		Payroll	Freeman	Eve Murillo			6/30/2012		
	Ross Tate Eve Murillo	1.4a		Jail Management System	Freeman	Eve Murillo	FY2009		12/30/2011		IT Pre-Resolution Audit; In-Process
	Ross Tate Eve Murillo	1.4b		Data Centers	Freeman	Eve Murillo	FY2009		12/3/2011		IT Pre-Resolution Audit; In-Process
	Ross Tate Eve Murillo	1.4c		Payroll System - Post Implementation	Freeman	Eve Murillo			6/30/2012		
	Ross Tate Eve Murillo	1.4d		HR Database (PHRed)	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.4e		Live Scan System	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.4f		Avaya Phone System	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.4g		Computer-Aided Dispatch	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.4h		Inmate Fund Canteen System	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.4i		Justice Web Interface	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.4j		Property & Evidence System	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.4k		Prebooking System	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.4l		Mug Shot System	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.4m		Records Management System (RMS)	Freeman	Eve Murillo					

Internal Audit Project Plan as of 10/26/2011											
Green = Resolution on track = Resolution is proving to be problematic Red = Resolution has reached DEFCON 1 White = Closed											
Status	Team	Project Item	Priority	Item-Short Desc	MCSO Owner	MC Owner	Date Opened	Resp for Next Action	Expected Completion	Action Takeaway	Resolution Action Plan/ Resolution Description
	Ross Tate Eve Murillo	1.4n		Civil	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.4o		Pawnshop	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.5		Incident Report Tracking	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.6		Evid Rm, Prop Release & Purge, Veh Impd	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.7		Weapons Inventory	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.8		Seized Drugs--Disposal/Destruction	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.9		Warehouse/Suprlus Operations	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.1		Training Compliance	Freeman	Eve Murillo					
	Ross Tate Eve Murillo	1.11		Patrol IGA Review	Freeman	Eve Murillo			6/30/2011		

Attachment 4

Detailed (Line-Item) Financial Review									
Green = Resolution on track Yellow = Resolution is proving to be problematic Red = Resolution has reached DEFCON 1 White = Closed									
Status	Team	Project/Item	Priority	Item Short Desc	MCSO Owner	MC Owner	Date Opened	Responsible Person	Expected Completion
G	OMB/MCSO	2.1		August Detailed Financial Review	DanLynn	Ryan Winner	9/2/2011	DanLynn - JV	10/15/2011
G	OMB/MCSO	2.1		September Detailed Financial Review	DanLynn	Ryan Winner	10/5/2011	Tim - Review	11/15/2011
W	OMB/MCSO	2.1		July Detailed Financial Review	DanLynn	Ryan Winner	8/2/2011		8/30/2011
W	OMB/MCSO	2.1		Write-Up of OMB Procedure for Line-Item Review		Ryan Winner	8/15/2011		9/30/2011

Resolution Action Plan Resolution Description

9/25/11 - Tim sent questions on review of August transactions to the Sheriff's Office. 9/20/11 - MCSO responds to August questions. All issues except one are resolved; one fund to fund JV is necessary for the cost of a health exam charged to the Detention Fund for a General Fund employee.

9/12/11 - Jacqueline completes review and sends questions to MCSO. 9/13/11 - Four correcting JVs completed. 1) Detention Fund was being charged for supplies associated with Jail Intelligence, but also criminal intelligence. Fix: Supply costs allocated between funds based on the number of FTE. 2) and 3) Health screenings inadvertently charged to a different fund than that of the employee. Fix: Cost moved to fund of the employee. 4) Maintenance contract cost for equipment used to read and print microfilm records for both law enforcement and detention was charged to General Fund. Fix: Cost based on estimated usage by detention staff moved to Detention Fund.

9/25/11 - Ryan and Tim met with Stella Fusaro from Internal Audit to review OMB procedure for conducting Line-Item Review. Ryan sent revised procedure language to Stella based on feedback. 9/20/11 - Stella confirmed that the language changes reflect our discussion. The revised procedure is posted to the SharePoint.

jail inmates would be an appropriate expenditure to be charged to the Detention Fund.

7. If a transaction cannot initially be determined to be appropriate for the fund from the Vendor and Description, look at backup documentation in OnBase. Enter the transaction number as the "Voucher Number" in one of the following Document Types within OnBase:
 - i. AP – Other Supporting Information
 - ii. AP – Payment Voucher
 - iii. AP – Vendor Invoice
 - a. If backup documentation has been scanned into OnBase for the transaction, review the documents to see if additional details are provided that demonstrate that the expenditure was appropriate for the fund. Additional details may include (but are not limited to) a more detailed description of the item or service purchased, the receiving address for the shipment, or the purchaser/requester of the item/service.
 - b. Review previous line item review spreadsheets and emails to determine if similar transactions have been approved or denied in the past, and if MCSO provided additional information on the similar transaction.
8. If a transaction still cannot be determined as appropriate for the fund, note this in the "Comment" column of the spreadsheet.
 - a. Example: "Need backup – Nothing in OnBase"
9. If a transaction under review appears to have been coded to an incorrect org, Activity, object code, etc., note it in the comment field for follow-up.
10. For the items that are outstanding, create a new workbook with only the outstanding items (again with each tab representing a different fund). Send this file to MCSO along with any questions pertaining to the remaining items.
11. MCSO will respond to each outstanding item with additional explanation and/or documentation, depending on the line item. Update the review spreadsheets with the new details.
12. After reviewing the additional information, determine if any journal vouchers (JV) must be completed to transfer expenditures from one fund to another fund. If a portion of an expenditure is inappropriate for the fund to which it was charged (e.g., a computer for an accounts payable clerk that supports all MCSO positions charged to the Detention Fund), in each circumstance the most reasonable basis for dividing the cost (FTE, square footage, etc) will be used to determine the amount to be JV'd out of the fund.
13. If there are expenditures that should be JV'd:
 - a. List the items in an email to MCSO and attach the file with outstanding items.
 - b. Note in the email that if OMB's understanding of what should be JV'd is incorrect, MCSO should advise.
14. MCSO should complete the JVs prior to the next month-end close and provide a copy of the journal voucher to OMB.
15. If MCSO does not process a JV to correct expenditures inappropriate to a fund, OMB will prepare and process the necessary JV.

Journal Voucher Review									
Green = Resolution on track = Resolution has reached DEFCON 1 Red = Resolution is proving to be problematic White = Closed									
Status	Team	Project Item	Priority	Item Short Desc	MCSO Owner	MC Owner	Date Opened	Resp for Next Action	Expected Completion
G	OMB/MCSO	2.2		Journal Voucher Review	Lynn	Ryan Winner	7/12/2011		Ongoing
Resolution Action Plan Resolution Description									
									9/13/11 - Ongoing review. 10/5/11 - Various September JVs were not completed since they were submitted for OMB review after 4:15pm on the day of the close. These JVs were bumped to October. 10/12/11 - A JV for July and August Risk Management charges did not match the amount referenced in an email. MCSO withdrew JV and is correcting.
W	OMB/MCSO	2.2		Write-Up of OMB Procedure for Journal Voucher Review	Lynn	Ryan Winner	8/15/2011		9/30/2011
									9/28/11 - Ryan and Tim met with Stella Fusaro from Internal Audit to review OMB procedure for conducting the Item Review. Ryan sent revised procedure language to Stella based on feedback. 9/30/11 - Stella confirmed that the language changes reflect our discussion. The revised procedure is posted to the SharePoint.

OMB Procedure for Review of Sheriff's Office Journal Vouchers

2. The County Office of Management and Budget will provide the following ongoing financial controls of MCSO:

2.2 Continued Journal Voucher Review

(Resolution of the Board of Supervisors of Maricopa County Concerning the Oversight and Review of the Maricopa County Sheriff's Department (C-49-11-085-M-00))

To comply with the BOS Resolution Item 2.2, OMB reviews MCSO Journal Vouchers (JVs) before they are approved. The procedure for the review is as follows:

1. Journal Vouchers are completed and submitted in Advantage by MCSO. MCSO should upload the back-up documentation for the JVs in OnBase.
2. OMB will review JVs as soon as possible within the month they are submitted. OMB will attempt to review any JVs submitted by MCSO before the Finance close deadline, but those JVs submitted just before the Finance deadline may need to be bumped to the following month in order to allow for adequate review.
3. To access and review MCSO Journal Vouchers in Advantage, follow the separate detailed Advantage instructions.
4. In the Advantage Suspense Table, only review the MCSO JVs marked as "PEND3," as these are the JVs that have already received MCSO approvals.
5. Enter the JV number, JV description, account type, and the funds that are being credited and debited on the Journal Voucher Review – Master List spreadsheet.
6. In reviewing a specific Journal Voucher:
 - a. Determine which funds are being credited and which are being debited.
 - b. Review statutes, guidelines, etc. for each fund to be familiar with appropriate uses.
 - c. Based on the brief description in Advantage, determine if the JV is appropriate for the funding sources involved.
 - d. If more information is needed, look up the journal voucher number in OnBase in the Document Type: FIN – FS – Journal Voucher (JV) field.
 - i. Examine the documents for a more detailed description of the transaction.
 - ii. If no documents are found, wait for MCSO to upload backup documentation in OnBase in order to complete the review. If backup documentation has not been provided by two days prior to the close, notify MCSO that review of the JV is pending submission of documents in OnBase.
 - e. If the OnBase documents do not provide sufficient justification, contact the Sheriff's Office for additional justification/explanation.
7. If a JV is determined to be appropriate, approve the JV in Advantage and note the approval on the tracking sheet.
8. If a JV is determined to be inappropriate, notify the Sheriff's Office that the JV will not be approved, including any changes that would be needed in order to correct the JV.

Attachment 5

Maricopa County Open Issues as of 10/28/11									
Green = Resolution on track = Resolution is proving to be problematic Red = Resolution has reached DEFCON 1 White = Closed									
W	OET/MC SO	New Hire of IT Consultant	1	Obtain dedicated IT Consultant resource as per resolution	Chief Freeman	Christopher Ayala	8/15/2011	10/15/2011 Actual Completion 10/7/2011	Internal candidates were interviewed; however, panel wanted to extend the posting externally. This position was posted on 9/9. External candidate resumes reviewed and interviews have been scheduled. Interviews held 9/26 and 9/27. This has been completed. Mark Moyle's first day is 10/24/2011
W	OET/MC SO	Review of IFC Accounting System Exemption Request	1	MCSO requested approval for a project that extends the accounting functionality of their Inmate Fund Carriers System (IFCS). Essentially the IFCS will remain the system of record; however, it can neither perform nor accommodate any accounting functionality. This functionality is desperately needed as the current processes are completely manual - consuming countless person-hours in the reconciliation of financial data.	Shelly Burn/Dave Davis	Stacey Haggart	8/10/2011	Review of Exemption Request completed 8/25/2011	OMB and OET collaboratively reviewed the documentation and analyzed the objectives. It was decided that MCSO should move forward with their project to streamline this functionality and reduce the margin of error by automating processes.
G	OET/MC SO	Approach Planning Session	1	OET met with MCSO to discuss the collaborative approach methodology the team would collectively take.	Shelly Burn	Christopher Ayala	9/12/2011	Ongoing	Shelly, Chris, and Stacey to review high level application and infrastructure information to determine next steps. 10/11 Update: OET is wrapping up the applications inventory spreadsheet for MCSO to capture existing applications. 10/12 Update: Completed Application Inventory spreadsheet in which MCSO will capture all applications and their dependencies. Sent spreadsheet to Shelly Burn.
C	OET/IA	Potential Synergies	1	OET met with IA regarding potential synergies between the two groups.	Shelly Burn	Stacey Haggart / Patra Carroll	9/16/2011	Ongoing	OET is working with MCSO to have Stacey and subsequently, the NEW MCSO IT Consultant certified being hired TOC certified. 10/11 Update: TOC Cert papers have been handed in; however, fingerprinting process is still underway. 10/13 Update: Fingerprinting process complete.
I	OET/OMB	Staffing Study	1	OET and OMB to work on ensuring IT staffing levels are adequately proportionate to industry standards in effort to understand support from both an operations and project perspective.		Mark Moyle / LeeAnn Born	11/7/2011	Pending	OET and OMB to work on ensuring IT staffing levels are adequately proportionate to industry standards in effort to understand support from both an operations and project perspective. Effort is being made to expand that study to include detention related organizations to adequately understand the industry needs.

Maricopa County Open Issues as of 10/28/11									
Green = Resolution on track = Resolution is proving to be problematic Red = Resolution has reached DEFCON 1 White = Closed									
C	OET/IMC/D/OMB/Process and MM Mobile Systems RFP	1	OET was asked for review and approval of the CAD/RMS/Civil Process and Mobile Systems RFP. As a result of this request and the RFP, a Technology for Results (TFR) report was developed. This particular RFP is a portion of the larger 911 upgrade project and included: Record Management System (RMS) Computer Aided Dispatch (CAD) Field Reporting Module Radio Dispatch Console	Shelly Burn/Scott Freeman	David Stevens	8/17/2011	FMD is driving this RFP	Timeline forthcoming in RFP process	Eduardo Alvarez, Tom Crosby, and Stacy Haggart reviewed the documentation and met with subject matter experts to better understand certain aspects of the RFP. After this review, OET recommended moving forward with the CAD/RMS/Civil Process and Mobile Systems RFP. Based on the research findings and recommendations of OET staff, the Chief Information Officer approved the RFP Solicitation Budget Approval form.
	OET/IMC/Server Redundancy Project	1	MCSO requested an architecture upgrade to provide redundancy to their current operations. This request will support systems that are both directly and indirectly related to Court Tower operations.	Shelly Burn/Dave Davis	Stacy Haggart	8/31/2011	MCSO to qualify the request with a list of current and near term applications that will directly benefit from the upgrade	Still Refining	
	OET/IMC/D/OMB/MM	1	MCSO requested an expedited RFP process to upgrade their legacy surveillance systems as support for these systems becomes obsolete in March.	Chief Freeman/Shelly Burn	Stacy Haggart	9/20/2011	MM to move forward with expedited procurement vehicle, starting with a consultant	MM currently working on approach	This will impact present architecture and needs to be incorporated into the larger plan. Stacy working with Materials Management to sit on the selection panel as a voting member.
D	OET/IMC/Headquarters and 911 Building	1	MCSO is upgrading their 911 technology as well as moving their headquarters. OET will be responsible for the technology portion (including budget) for this project.	Chief Freeman/Shelly Burn	David Stevens	9/20/2011	FMD to setup meeting with principle stakeholders and consultants	12-18 months	

Maricopa County Open Issues as of 10/26/11									
Green = Resolution on track = Resolution is proving to be problematic Red = Resolution has reached DEFCON 1 White = Closed									
Issue	Item	Project Name	Phase	Item Description	Owner	Status	Resolution Date	Resolution Status	Resolution Date
G	OET/MC SO	Review of MCSO Telecom equipment and related processes	2	Review lifecycle of present telecommunication systems	Shelly Burn	Pending			
		P25 Master Site Upgrade	1	Replacement of legacy P16 master equipment with new P25 master equipment	Mark Moyle/Tom Crosby		12/31/2011		This is Phase 1 of this project only. Phase 1 of the P25 project consists of the core equipment only. This equipment is located at the Radio Shop.

Attachment 6

Vehicle Utilization Review 10/28/11									
		Green = Resolution on track			= Resolution is proving to be problematic			Red = Resolution has reached critical	
								White = Closed	
		Item	Priority	Assigned To	Due Date	Current Status	Next Steps	Comments	Resolution Status
a		Initial Team Meeting	1	Sheridan Freeman	8/12/2011	Sandi Wilson / Rebekah Francis	Schedule additional Meetings with Sandi Wilson	Group met to discuss project goals and procedure. Additional meetings are scheduled and happening.	
		Take Home Cars	1	Sheridan Freeman	Prior to June 2011	Sandi Wilson / Rebekah Francis	MCSO to continue review	MCSO has reduced take home car privileges to 32 individuals. Review is ongoing.	
		Leased Fleet	1	Sheridan Freeman	June 2011	Sandi Wilson / Rebekah Francis	MCSO to continue review	MCSO canceled 7 leases for vehicles. Continue to review potential cost savings associated with the lease of refrigerated trucks used for food distribution. Continue to review additional leases.	
		Overall Fleet Review	1	Sheridan Freeman	June 2011	Sandi Wilson / Rebekah Francis	MCSO to continue review	MCSO reduced fleet by: 14 motorcycles, 1 tractor trailer, 1 RICO funded car, 3 general funded cars and 6 detention funded cars.	
		Audit Results	2	Sheridan Freeman	August 2011	Sandi Wilson / Rebekah Francis	MCSO and OMB to continue review	Review the following findings: Use of County Blue Card and Mileage Reimbursement Documentation	

Attachment 7

Extradition Travel Policy and Procedure Update 10/28/11									
Green = Resolution on track Red = Resolution is proving to be problematic Red = Resolution has reached DEFCON 1 White = Closed									
W	Task	Priority	Assignee	Due Date	Status	Comments	Resolution Date	Resolution Status	Resolution Comments
W	Assign a Materials Management staff member to be a part of the subcommittee	2	John Shanley, Tristian Pico	9/14/2011	9/28/2011	Speak with Wes on assigning a member or Materials Management to the Subcommittee.			
W	Assign an MCSO Travel Section staff member to participate on the subcommittee	2	Paul Chagolla	9/14/2011	9/28/2011	Completed 9/28/2011			
W	Extraditions Flying Armed Training	2	Paul Chagolla	9/28/2011	9/30/2011	Review and update completed. Sent to J. Shanley 09/30/2011			

Attachment 8

Aviation Operations Review 10/28/11									
Green = Resolution on track = Resolution is proving to be problematic Red = Resolution has reached critical White = Closed									
Stakeholder	Project Item	Priority	Owner	Assigned To	Due Date	Current Status	Comments	Resolution	Notes
G	Identify nonfunctioning or low use contracts	2	Lt. Tim Palmer	John Shanley and Tristian Pico	9/14/2011	10/31/2011	MCSO will review all current aviation contracts to determine which contracts are being used and which can be terminated.		MCSO is in the process of contract reviews for the aviation unit. These will reduce the number of outstanding contracts and centralize the MCSO review process.
G	Pilot Training	2	Chapolla/ Fransworth	John Shanley and Tristian Pico	9/14/2011	December 2011	Schedule meeting to review		
G	Risk Management	2	Chapolla/ Fransworth	Jean Poe	9/14/2011	December 2011	Schedule meeting to review		
W	Materials Management			John Shanley	9/14/2011	Complete	Jillian Pando is now a member of this sub-group		
G	Interdepartmental use	2	Chapolla/ Fransworth		October 2011	March 2012	OMB to gather data regarding use		After data is collected, MCSO and OMB will meet to discuss
G	Risk Management	2	Chapolla/ Fransworth	Jean Poe	9/14/2011	November 2011	Jean Poe to follow up		
G	Policy Review	2	Chapolla/ Fransworth	Tristian Pico	9/14/2011	March 2012	OMB to review		OMB will review policies and meet with MCSO staff to discuss
W	Initial Team Meeting	1	Chapolla/ Fransworth	Beka/ Tristian/ John	8/1/2011	8/31/2011	Complete		
W	Policy Review		Lt. Tim Palmer		8/31/2011	9/2/2011	Complete		
W	Meet with Materials Management Reference P-Card			John Shanley and Tristian Pico	8/31/2011	8/31/2011			Gain access for MCSO into P-Card Transactions to monitor MCSO activity and track costs associated with the P-Cards.
W	Review Leases of Air Craft hangers	2	Chapolla/ Palmer	Beka/ Tristian/ John	9/14/2011	10/31/2011	Complete		MCSO will review and submit changes to current lease at Glendale Air Park. Work towards closing one hanger lease at Glendale Air Park for a cost savings of \$78,000.00 to the County.

Attachment 9

Item 4.4: Efficiency/Best Practices and Staffing Studies									
Green = Resolution on track = Resolution is proving to be problematic Red = Resolution has reached DEFCON 1 White = Closed									
W	MCSO/O MB	4.4	Completed Law Enforcement Scope of Work, sent to Procurement	Sheridan/Freeman/ Olson/Munnell/King ht	Lee Ann Bohn	10/3/2011	10/3/2011	Completed	
W	MCSO/O MB	4.4	Budget approval for Law Enforcement Study	Sheridan/Freeman/ Olson/Munnell/King ht	Lee Ann Bohn	10/3/2011	10/12/2011		
W	MCSO/O MB	4.4	Complete RFP for Law Enforcement Study	Sheridan/Freeman/ Olson/Munnell/King ht	Lee Ann Bohn	10/3/2011	10/18/2011	Includes circulating draft RFP, receiving feedback, and incorporating feedback	
G	MCSO/O MB	4.4	Advertise Law Enforcement Study RFP	Sheridan/Freeman/ Olson/Munnell/King ht	Lee Ann Bohn	10/3/2011	10/27/2011	Advertisement dates: 10/20 and 10/27	
G	MCSO/O MB	4.4	Pre-proposal conference for Law Enforcement Study	Sheridan/Freeman/ Olson/Munnell/King ht	Lee Ann Bohn	10/3/2011	11/3/2011		
G	MCSO/O MB	4.4	Publish answers to prepared questions on Law Enforcement Study	Sheridan/Freeman/ Olson/Munnell/King ht	Lee Ann Bohn	10/3/2011	11/10/2011	Expect MCSO and OMB staff will assist with preparing responses	
G	MCSO/O MB	4.4	Open Law Enforcement Study proposals	Sheridan/Freeman/ Olson/Munnell/King ht	Lee Ann Bohn	10/3/2011	11/18/2011		
G	MCSO/O MB	4.4	Conduct initial review of Law Enforcement Study proposals	Sheridan/Freeman/ Olson/Munnell/King ht	Lee Ann Bohn	10/3/2011	11/21/2011	Evaluation Committee	

Item 4.4: Efficiency/Best Practices and Staffing Studies									
Green = Resolution on track = Resolution is proving to be problematic Red = Resolution has reached DECON 1 White = Closed									
Q	MC/SO/O MB	4.4	Request Best of Final Offer for Law Enforcement Study	Sheridan/Freeman/ Olsen/Munnell/King ht	Lee Ann Bohn	10/3/2011	Andreas Supka	12/14/2011	
Q	MC/SO/O MB	4.4	Present Proposed contract for Law Enforcement Study to successful respondent	Sheridan/Freeman/ Olsen/Munnell/King ht	Lee Ann Bohn	10/3/2011	Andreas Supka	12/28/2011	
Q	MC/SO/O MB	4.4	Receive signed contract for Law Enforcement Study from successful respondent	Sheridan/Freeman/ Olsen/Munnell/King ht	Lee Ann Bohn	10/3/2011	Andreas Supka	1/5/2012	
Q	MC/SO/O MB	4.4	Law Enforcement Study contract approval	Sheridan/Freeman/ Olsen/Munnell/King ht	Lee Ann Bohn	10/3/2011	BOS	12/5/2012	
W	MC/SO/O MB	4.4	Develop scope of work for MCSO finance staffing study	Sheridan/Freeman/ Olsen/Munnell/King ht	Lee Ann Bohn	10/24/2011	Materials Mgmt	10/24/2011	Sent scope of work to MM
W	MC/SO/O MB	4.4	Develop scope of work for MCSO finance staffing study	Sheridan/Freeman/ Olsen/Munnell/King ht	Lee Ann Bohn	10/24/2011	Materials Mgmt	10/24/2011	Sent scope of work to MM

Attachment 10

Cash Handling Project Plan as of 10/28/11									
Green = Resolution on track = Resolution is proving to be problematic Red = Resolution has reached DEFCOM 1 White = Closed									
W	MCSO/O MB	4.5	Completed Cash Handling Scope of Work, sent to Procurement	Freeman/Creek	Lee Ann Bohn	10/1/2011	Materials Management	10/17/2011	
W			Complete RFP	Freeman/Creek	Lee Ann Bohn	10/1/2011	MCSO	10/18/2011	
			Advertise RFP	Freeman/Creek	Lee Ann Bohn	10/1/2011	Materials Management	10/27/2011	
			Pre-proposal conference	Freeman/Creek	Lee Ann Bohn	10/1/2011	Materials Management	11/21/2011	
			Publish answers to prepared questions	Freeman/Creek	Lee Ann Bohn	10/1/2011	Materials Management	11/28/2011	
			Open proposals	Freeman/Creek	Lee Ann Bohn	10/1/2011	Materials Management	12/2/2011	
			Conduct initial review of proposals	Freeman/Creek	Lee Ann Bohn	10/1/2011	Evaluation Team	12/5/2011	
			Receive signed contract from successful respondent	Freeman/Creek	Lee Ann Bohn	10/1/2011	Materials Management	3/1/2012	
			Contract approval	Freeman/Creek	Lee Ann Bohn	10/1/2011	Board of Supervisor	3/14/2012	

Time Clock Deployment as of 10/28/11										
Group = Resolution on track = Resolution is proving to be problematic Red = Resolution has reached DEFCOM 1 White = Closed										
Requester	Request Type	Priority	Request Description	Requester	Request Date	Request Status	Requester	Request Date	Request Status	Requester
OET	ADP Time Collection Phase II	1	Review of Detention Facilities Time Collection requirements	Chief Freeman, Sgt Jones	10/19/2011	Rebekah	11/4/2011	MCAO to meet with team	Review with MCSO the gathered Detention time collection requirements and recommendations. Determine facility implementation priority. Obtain any legal opinions as necessary.	
OET	ADP Time Collection Phase II	1	Requirements Sign-off by MCSO	Chief Freeman	10/19/2011	Rebekah	11/4/2011	Meet to finalize approval	OET is awaiting final sign off from MCSO	
OET	ADP Time Collection Phase II	2	Review Facilities for drilling/cabling locations	Olsen & Jones	10/19/2011	MCSO/OET	12/1/2011	Review with technical team required	Set up meeting with installation team	
OET	ADP Time Collection Phase II	2	Cabling Install	Olsen & Jones	10/19/2011	OET				
OET	ADP Time Collection Phase II	2	Clock Install	Olsen & Jones	10/19/2011	OET				
OET	ADP Time Collection Phase II	2	Testing	Olsen & Jones	10/19/2011	MCSO/OET				
OET	ADP Time Collection Phase II	2	Go-Live	Olsen & Jones	10/19/2011	MCSO/OET/CMB				

Attachment 12

Review of Volunteer Program Structure and Related Coverage Project Plan as of 10/26/11									
Green = Resolution on track = Resolution is proving to be problematic Red = Resolution has reached critical White = Closed									
	Item	Project	Owner	Assigned To	Assigned Date	Assigned To	Assigned Date	Assigned To	Assigned Date
	1	Current Volunteer Information	Sands/ Trombi	Beka/ Tristram/ John	9/7/2011	Sands/ Trombi	March 2012	Received 10/21/11, review commencing	September 21, 2011 meeting renewed request for current Posse Rosters. Lists of Equipment owner and used by Posse's. Documents to be made available before October 5, 2011. MCSO provide PARROT system to OMB. Additional information provide October 21, 2011. OMB to review.
	2	Blue Cards	Sands/ alomeau	Beka/ Tristram/ John	9/21/2011	Beka/ Jean	11/15/2011		Lefournieu provide access to information to Jean Pox with Risk Management
	3	Blue Cards	Trombi	Tristan	9/21/2011	Trombi	12/31/2011		Explore the adaptability of eLearning website to various County programs
	1	Equipment	Sands/ alomeau	Tristan	9/29/2011	Tristan	March 2012	Received 10/21/11, review commencing	Determine what equipment was purchased from the county for Posse use.
	1	Equipment Policy	Sands/ alomeau	John	9/29/2011	Tristan	March 2012	Received 10/21/11, review commencing	Review any policies concerning the use of privately owned equipment used for Posse functions.
	1	Policy	Sands/ alomeau	John	9/29/2011	Tristan	March 2012	Received 10/21/11, review commencing	Review any policies concerning the use of county or privately owned equipment used for Posse functions.
	1	Initial Team Meeting	Sands	Beka/ Tristram/ John	9/1/2011		9/7/2011	Complete	Chad Sands has responded and a meeting is set for Wed September 07, 2011
W	1	Policies and Procedures	Sands/ Trombi	Beka/ Tristram/ John	9/7/2011	Tristan	March 2012	Received 10/21/11, review commencing	September 21, 2011 meeting renewed request for Policies. Documents to be delivered before October 5, 2011

Attachment 13

FY13 MCSO Strategic Business Plan Update

Representatives of MCSO, OMB, and Business Strategies worked together to update MCSO's Strategic Business Plan for FY13. During this work, which continued over several months, the following tasks were accomplished:

- MCSO's mission statement, vision, and values were revised to provide Maricopa County citizens with an overview of what MCSO does, and why, along with a statement of what MCSO values as an organization and how it will conduct its responsibilities.
 - The Mission of the SHERIFF is to provide law enforcement, detention and crime prevention services to the public so they can be safe and secure in the community.
 - These are the values of the Maricopa County Sheriff's Office:
 1. Encourage teamwork
 2. Communicate clearly, openly, honestly, courteously and with integrity
 3. Demonstrate a passion for excellence
 4. Be ever mindful of our duty to the tax payers to be good stewards of their money through cost effective service delivery and responsible resource management
 5. Be innovative, open to ideas, and view change as an opportunity
 6. Encourage decision making at the lowest appropriate level--be a contributor and part of the solution.
 7. Adopt aggressive goals supported by timed, measurable objectives that are communicated throughout the organization
 8. Be committed to providing effective and efficient services to citizens and other recipients of service
 9. Recognize diversity and accommodate personal and professional differences while remaining focused on the Mission
 10. Value employees and maintain civility in the workplace.
- External issues were identified that challenged MCSO's ability to provide services.
- Strategic goals were developed to address the external issues identified.
- Customers and direct recipients of MCSO services were identified.
- A comprehensive inventory was developed for each activity to identify MCSO services provided.

- The structure of the activity-driven plan was reorganized into four programs that better reflect what MCSO does.
- Performance measures were extensively revised to be more useful to citizens who want to know:
 - What MCSO does
 - How much it does
 - How well it does it, and
 - How efficient it is

Sheriff's Office FY 12 Programs/Activities
CUSTODY/MANAGEMENT PROGRAM
Adult Detention Management Inmate Addictive Recovery Inmate Canteen and Spec Svcs Inmate Education Inmate Fingerprint Ident Inmate Labor Inmate Meals Inmate Related Mandates Inmate Release Inmate Seriously Mentally Ill (SMI) Addictive Recov Inmate Skills Training Inmate Transport Intake
EMPLOYEE PROFESSIONAL STANDARDS PROGRAM
Employee Professional Standards Fleet Management Information Technology Mandated ENF and DET Training
ENFORCEMENT PROGRAM
Civil Process Community Outreach Disaster & Disruption Resp Dispatch ENF Support and Spec Response Extraditions Intelligence Investigations Patrol Property and Evidence Search and Rescue SMI Apprehension Intervention Warrants Info Processing
FMD Activity
Buildings and Grounds

Sheriff's Office Proposed FY 13 Programs/Activities
COURT-RELATED OPERATIONS PROGRAM
Civil Process Court Security Extraditions Inmate Transport
CUSTODY/MANAGEMENT PROGRAM
Inmate Canteen and Optional Services Inmate Detention Housing Inmate Education Inmate Intake and Release Inmate Labor Inmate Related Mandates Inmate Skills and Training Inmate Substance Abuse Recovery Jail Intelligence and Security
ENFORCEMENT PROGRAM
Disaster and Community Threat Disruption Response Dispatch Enforcement Support Investigations Patrol Search and Rescue Special Weapons and Tactics (SWAT) Warrants and Records Information Processing
ENFORCEMENT AND DETENTION OPERATIONAL RESOURCES PROGRAM
Aviation Buildings and Grounds Employee Professional Standards Mandated Enforcement and Detention Training Property and Evidence Sheriff's Vehicle Fleet